Montana State Library
3 0864 1004 5477 9

MONTANA DNRC Conversation

A Newsletter of the Department of Natural Resources and Conservation • Director Bud Clinch
Volume 1 • Number 3 • October 1995

MESSAGE FROM THE DIRECTOR

"This will require all of us, at every level and location, to pull together."

As most of you are aware, we have recently spent considerable effort in defining a new mission statement (see related article). I believe that our mission statement and its associated values will be vitally important in establishing the needed operating climate for our new organization, and I hope to adopt our final statement by the end of October.

While the mission statement can provide our strategic focus, the challenge remains to translate it into reality. This will require all of us, at every level and location, to pull together. One way we can do this is by identifying and shaping the desired culture that will be most effective in guiding our actions. Our department's culture is formed by the beliefs, values, and behaviors we share, and it is demonstrated through our actions and attitudes.

A group of department employees is presently trying to identify the beliefs and values that should guide our actions and behavior. I believe these values will serve as guideposts, forming a set of "guiding principles" that will provide a common basis for understanding the way we want to operate.

Director Bud Clinch

Photo by Jim Bond

We will want our guiding principles, like our mission statement, to be short enough to be easily remembered, simple enough to be accomplished with ordinary skills, and specific enough to serve the intended purpose. When the draft guiding principles are sent out for your review, please take some time to reflect on their meaning. Any comments you have that will make them more effective will be appreciated.

Guiding Principles

What is meant by the term "guiding principles"? Here are some examples of personal guiding principles expressed by Buck Rodgers, former vice president of marketing at IBM, in his book *Getting the Most Out of Yourself and Others*. Please note that these statements have not been proposed for adoption by DNRC at this time.

- *Life is meant to be enjoyed.*
- *Work is a blessing to be enjoyed.*
- *One's work can be one's play.*
- *Unrealistic expectations are handicaps.*
- *Use all your talents.*
- *Believe in yourself--create opportunity.*
- *Make a difference.*
- *Have a sense of humor.*
- *Believe that people are good.*
- *Pay your civic dues.*

STATE DOCUMENTS COLLECTION
JAN 22 1996
MONTANA STATE LIBRARY
1515 E. 6TH AVE.
HELENA, MONTANA 59620

"To help ensure Montana's land and water resources provide benefits for present and future generations."

PLEASE RETURN

PERSONNEL PROFILE

Jeff Hagener
Trust Land Management Division Administrator

". . . a challenging role"

In his corner office in the USF&G Building in Helena, Jeff Hagener gestures expressively as he discusses the division he has headed since 1989.

The Trust Land Management Division consists of four bureaus: Forest Management (see related article), Agriculture/Grazing, Minerals Management, and Special Uses. The division is responsible for:

- 617,000 acres of forest land
- 550,000 acres of agricultural land
- 4,100,000 acres of grazing land
- 6,200,000 acres of subsurface minerals

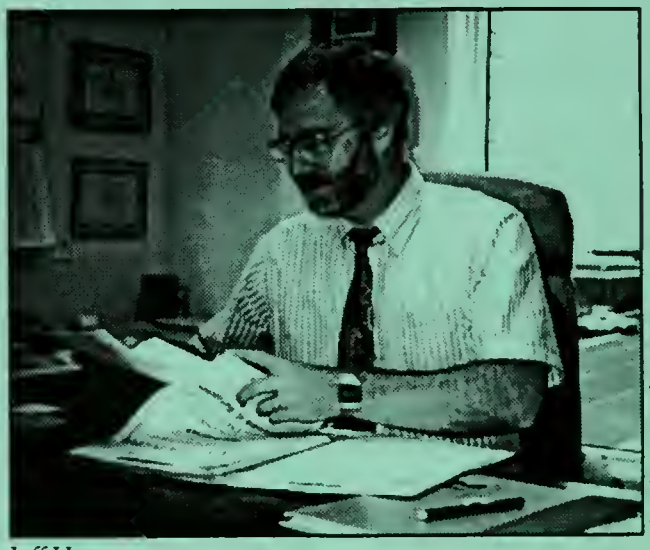

Photo by Jim Bond

Jeff Hagener

Much of this land came into state ownership when the U.S. Congress, via the Enabling Act of 1889, conveyed sections 16 and 36 in every township. By law, the lands must be managed to support the common schools and other state institutions. Under Hagener's leadership, the trust land management program has been providing average revenues of $26.3 million per year to the school trust through an annual outlay of only $3 million, which amounts to a return of about 9 to 1.

Jeff is a lifelong Montanan who was born and raised in Havre. He attributes his devotion to natural resource management to his parents, both of whom spent many years as educators and public servants. Jeff holds a B.S. in wildlife biology from the University of Montana and a B.S. in agriculture from Montana State University, and he has taken graduate courses at both schools.

Early in his career, Jeff performed range and wildlife inventories for the Bureau of Land Management, and his work on the Prairie Pothole EIS received that agency's Special Achievement Award in 1979. After joining DSL in 1981, Jeff served as a reclamation specialist, first in the Coal/Uranium Bureau and, later, in the Abandoned Mine Reclamation Bureau (both within the Reclamation Division). In 1986 he became chief of the Surface Management Bureau in the Land Administration Division, and he was promoted to division administrator in 1989. The Land Administration Division became the Trust Land Management Division on July 1, when responsibilities for managing state-owned forest land were transferred to it from the Forestry Division.

Under Jeff's direction, the division has evolved from a generally custodial role, one of administering leases, into a much more active role of managing the land and other resources in concert with the lessees. Another trend he notes is the increasing interest in special uses for state-owned land, especially recreation. Elsewhere, state-owned land has been developed into golf courses, ski areas, and even shopping centers.

One of Jeff's goals is to educate people regarding the statutory purpose of the lands he administers: to obtain the greatest benefit for the school trusts. State land provides 10 to 12 percent of the total school funds in Montana, which is one of the highest percentages in the nation. More money coming from the use of state-owned land means that less has to come from taxes and other revenue sources.

Managing the trust resources to realize revenues today must be tempered against the long-term stewardship and productivity of the land, however, because of the need to continue to provide income for future beneficiaries. Jeff sometimes feels that the daily balancing of these considerations is like walking a tightrope. Additionally, although Jeff reports to Director Bud Clinch, many decisions regarding the management of state-owned land require concurrence by the State Land Board, a group of five of Montana's highest elected officials. "It's a challenging role," he said.

REORGANIZATION OVERSIGHT COMMITTEE

The DNRC/DEQ Reorganization Public Oversight Committee met on October 12 and 13. Directors Bud Clinch, DNRC, and Mark Simonich, DEQ, reviewed the progress each had made in developing new mission statements and reorganizing their agencies.

The committee, made up of Montana citizens representing a wide cross-section of natural resource interests, is extremely interested in the message the new mission statements will be sending to the public. The committee liked the "service-oriented" message portrayed in the draft DNRC statement.

The committee also generally supported the interim organizational structure. Members recognized the diversity of programs and services contained in the new DNRC. After initially exploring the idea of combining several programs and activities, the committee seemed to settle on the interim organization as probably being appropriate for the present.

In discussing the role of field offices, Director Clinch outlined proposals for future consolidation of department offices in Bozeman, Lewistown, Billings, and Miles City. Strong support was given to department efforts to decentralize decision-making authority to the local level and to consolidate field offices as necessary.

The next meeting of the Reorganization Public Oversight Committee is scheduled for December 4 and 5 at the Metcalf Building.

DNRC MISSION STATEMENT

On September 29, twenty-five DNRC employees met in Helena to develop a draft DNRC mission statement that is short, sincere, and sensible, and that answers these questions:

- *Who do we serve?*
- *What is our product?*
- *Why are we doing this?*
- *Where are we headed?*

After spending considerable time brainstorming, discussing the answers to these questions, and writing, combining, shortening, and refining several other versions of a mission statement, the group produced this product:

To help ensure Montana's land and water resources provide benefits for present and future generations.

> *"To help ensure Montana's land and water resources provide benefits for present and future generations."*

The phrase "to help ensure" recognizes that DNRC is only part of a larger group of private citizens, corporate entities, and local, state, and federal agencies involved in natural resource management and protection. "Land and water resources" was construed in a broad sense to include, for example, crops, trees, and minerals, as well as the livestock, wildlife, and fisheries that rely on these resources for existence. The group felt that the primary reason for our existence is to "provide benefits." "Present and future generations" defines whom we work for and incorporates the notion that we have both short- and long-term goals and responsibilities that must be balanced.

At its meeting on October 12, the DNRC/DEQ Reorganization Public Oversight Committee discussed, generally concurred, and accepted the draft mission statement without change. Employee comments to date have also been quite favorable, with only minor clarification of the wording suggested.

HELENA OFFICE MOVES

Helena employees have started moving between the Metcalf and the USF&G Buildings.

Phase One, involving personnel moves into the third floor of the USF&G Building, has begun. The Trust Land Management Division has reorganized its part of the third floor, and employees have moved around to better locate work groups.

Construction on this floor by the building owner is nearly complete. A conference room and storage room were torn down to make room for accounting and personnel employees. Desks and other office equipment are being located, and telephone and computer lines are scheduled for installation. Bob Kuchenbrod, administrator of the Central Management Division, believes that all of the accounting and payroll staff will be relocated into the USF&G Building before November 1. The Director's Office staff in the Metcalf Building will move shortly thereafter. Freeing up office space in the Metcalf will allow the second phase of office relocation to begin.

Phase Two involves moving personnel into the first floor of the USF&G, which needs to be synchronized with moves out of the building by the DEQ Reclamation Division. Plans at this time call for the Reclamation Division to relocate by stages into the third floor of the Metcalf Building. Reclamation Division Administrator Gary Amestoy anticipates moving a bureau at a time until the move is complete. Each stage of the move between the two buildings will require telephone and computer line changes as well as some remodeling before personnel can be moved. The first priority is to make space available in the USF&G Building for the Information Technology Bureau and Oil and Gas Conservation Division personnel. Moves for personnel from the Reserved Water Rights Compact Commission and the Conservation and Resource Development Division will soon follow. All moves into the USF&G Building should be complete prior to January 1.

Locating suitable office space is still the immediate priority for the Water Resources Division (WRD). The General Services Division (of the Department of Administration) is pursuing several different leads to consolidate all of the Helena-based WRD employees around the New York Store location downtown. These moves are not scheduled to begin before April 1.

STATE EMPLOYEE COMBINED CAMPAIGN

Since its kickoff this earlier this month, the State Employee Combined Campaign has generated a lot of excitement. This annual campaign, which is the single state workplace solicitation, seeks contributions to help social, health, community, and natural resource organizations serving the state. This year employees can choose from a list of 277 different agencies to support. The goal for Montana state employees is $120,000.

Of special interest to many employees is the opportunity to win a trip for two to Hawaii. The prize includes airfare and a stay at a luxurious condominium, courtesy of Livery Travel and Your Adventure Travel. The trip was donated as an incentive to increase participation in this year's campaign. The drawing for the trip will held on December 11; everyone who donates at least $12 will have the opportunity to win.

Other prizes are offered for everyone who returns a pledge card. These incentives include two $100 gift certificates from Pier 1 and weekly drawings for hams, turkeys, and gift certificates.

November 30 is the deadline for turning in pledge cards. For more information, contact your unit's solicitor or Randy Mosley, agency coordinator, at 406 444-4979.

STATE EMPLOYEES
Making a Difference
1995

PROGRAM FOCUS

Forest Management Bureau

". . . transferred to the Trust Land Management Division"

The Forest Management Bureau is situated in Missoula and has traditionally been part of the Forestry Division. On July 1, 1995, however, it was organizationally transferred to the Trust Land Management Division. This unifies, within one division, the administration of all state-owned school trust land that is controlled by DNRC (see related article on Jeff Hagener, Trust Land Management Division Administrator).

Goals for the 617,000 acres of timberland are set annually. Pat Flowers, bureau chief, expects that the bureau's goals will remain generally the same, although he now reports to Jeff Hagener instead of Don Artley. The setting of standards and policy oversight are done at the bureau level, but Pat allocates budget funds to the various land offices for implementation of forest management operations.

Eighteen persons, including full-time resource professionals, part-time technicians, and student interns, work in the Forest Management Bureau. The bureau administers four major programs: forest improvement, forest product sales, inventory, and resource management.

Photo by Jim Bond

Bureau Chief Pat Flowers examines greenhouse larch

Photo by Jim Bond

Forest Economist Will Wood (left) and Inventory Section Supervisor Brian Long

1. **Forest Improvement**

   The forest improvement program uses timber purchase fees to enhance the health, productivity, and income potential of the state forest. Reforestation work in fiscal year (FY) 1995, for example, involved the planting of 433,899 trees on 1,500 acres. Workers perform such activities as thinning trees, disposing of slash and brush, collecting seed, and maintaining roads. Three seed orchards are maintained, one of which produced a record harvest of Ponderosa pine cones this year.

2. **Forest Product Sales**

   Under the forest product sales program, in FY 1995 the bureau prepared 16 timber sales totaling 34.5 million board feet that generated well over $4 million in revenue. A management plan for all state forest land was developed and a draft environmental impact statement (EIS) issued; the final EIS will be completed this year. Also in FY 95, a landmark agreement was reached regarding the conservation of the grizzly bear in the Swan Valley. Flowers termed this agreement, which involves timber harvests and road density planned by the

continued on page 6. . .

Program Focus. . . *continued from page 5*

various private, federal, and state land managers, "an unprecedented achievement."

The 1995 legislature set a harvest quota for state timber of 50 million board feet. This figure is substantially higher than harvests in recent years and presents a challenge to all involved with the forest management program. According to Pat, preparing a timber sale takes one to two years. Pat expects that next year (FY 97) timber sales will be about 41 million board feet and that the quota may be reached in FY 98. Meanwhile, a sustained yield study will be bid to private consultants, and the results will become the annual quota.

3. **Inventory**

The inventory program collects and analyzes data on forest resources. Every 10 years, a state-wide, comprehensive inventory is done using sampling techniques; the next one of these will be conducted in the late 1990s. More detailed inventories are also performed using aerial photos and field visits to map stand boundaries; these have been completed for 354,000 acres of state land, with the highest priority areas being covered first. Development of a geographic information system (GIS) is part of this program, and data pertaining to the Stillwater and Swan areas have been entered.

Photo by Jim Bond

Flowers and Donna Leeper, GIS support

4. **Resource Management**

This program provides program direction and support to the field offices in their land management activities. With expertise in such subjects as forest land management, planning, hydrology, soils, wildlife, and fisheries, staff specialists help in such ways as developing resource management standards, conducting site-specific reviews, and making recommendations. As part of its effort in FY 95, for example, staff conducted 55 soils reviews, 66 water reviews, and 32 wildlife reviews related to timber sales. Program personnel also participate in the interdisciplinary teams that develop land management proposals, the statewide plan, EISs, and environmental assessments.

Pat earned a degree in forestry and a masters in forest economics, both from the University of Montana. He did inventory work for DSL in the late 1970s and has been a full-time employee since 1983. Pat was a section supervisor in the bureau before becoming its chief three years ago. He says that he's used to commuting to Helena about once a week.

NOTE: Many of the statistics in this article were taken from DSL's Annual Report July 1, 1994, to June 30, 1995.

DNRC LEADERSHIP TEAM

Bud Clinch Director	444-2074	Jeff Jahnke Southwest Area Land Office	542-4261
Don Artley Forestry Division	542-4300	Bob Kuchenbrod Central Management Division	444-4981
Ray Beck Conservation and Resource Development Division	444-6671	Don MacIntyre Chief Legal Counsel	444-6713
Susan Cottingham Reserved Water Rights Compact Commission	444-6716	Randy Mosley Special Assistant to Director	444-4979
Gary Fritz Water Resources Division	444-6605	Tom Richmond Oil and Gas Conservation Division	656-0040
Jeff Hagener Trust Land Management Division	444-4978	Wayne Wetzel Deputy Director	444-6722

BROADWATER POWER PROJECT

Montana owns 39 water development projects--including dams, diversion dams, headgates, syphons, culverts, and canal systems--that are administered by the Water Resources Division of DNRC. Irrigation is their primary purpose; they also provide such other benefits as flood control and recreation. Several have been studied for another possible use: the generation of electrical power.

In 1987, the Board of Natural Resources and Conservation granted the department permission to construct a 10-megawatt hydropower plant on the Broadwater-Missouri irrigation dam, locally known as Toston Dam. Hydropower revenue was to be used (a) to repay the bonds that were sold to finance the project, and (b) to maintain and develop other state water projects, many of which were constructed in the 1930s under federal work programs. It is anticipated that, after paying off the $26 million bond debt, the plant will generate $10 million to $16 million (1988 dollars) for state project rehabilitation.

The plant began producing power in 1989. Almost from the beginning, problems were apparent with a component of the power plant known as the speed increaser. The speed increaser is basically a simple gearbox that converts the rotating speed of the turbine in the waterway (84 rpm) to the speed needed to spin the generator to provide power synchronous with Montana Power Company's system (600 rpm). The manufacturer eventually conceded that poor design and inadequate lubrication caused the problems, and efforts began to correct the faults.

Repair work started in July and was finished in mid-September. While a final arbitration hearing may be necessary to settle remaining contract differences, the Hydropower Section of the Water Projects Bureau, headed by Walt Anderson, hopes that the completion of this work will result in relatively trouble-free operation of the plant in coming years.

Questions about DNRC's only hydropower project should be directed to Walt at 406 444-6646.

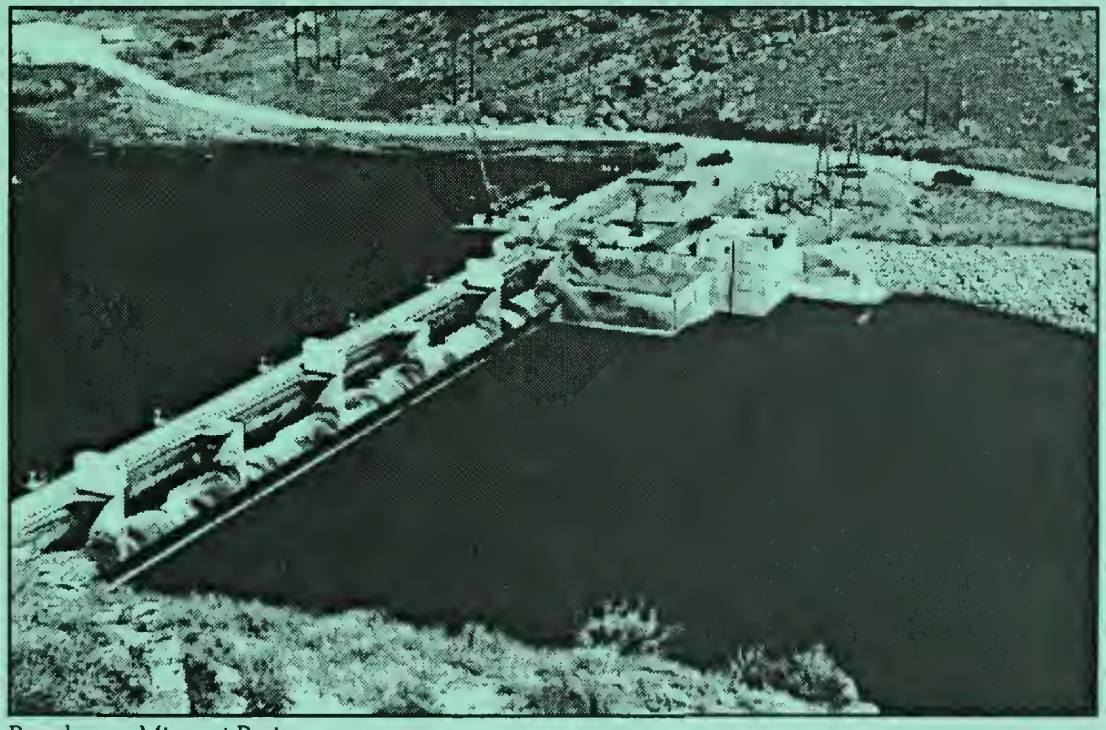

Photo by Jim Bond

Broadwater-Missouri Project

QUESTIONS & ANSWERS

No one has submitted any questions about reorganization since publication of the September newsletter. Do you have any? The Newsletter Team would be happy to try to answer them for you.

Just give them to Carole Massman in the Metcalf Building in person (office on lower level), in writing (P.O. Box 2301, Helena, MT 59620-2301), via E-mail, or via telephone (406 444-6737); leave a voice mail message if she's not at her desk.

DNRC LOGO

Here's the new DNRC logo selected by the Leadership Team! Areas that appear grey are actually teal -- a shade halfway between the green of Montana's forests and the blue of her waters. The design was originated by Ross Campbell, graphic design specialist in the Information Services Section. Contact Ross at 406 444-6852 if you need an electronic copy.

ELECTRONIC MAIL

The department will soon begin conversion to Zip Mail and EMC/TAO as the new E-mail standard. March 1996 is the expected completion date. All Word Perfect Office E-mail users in the former DSL will switch to Zip Mail or EMC/TAO. The existing VMS mail used by DNRC employees in the Metcalf Building is closely integrated with Zip Mail. Additional staff in the old DNRC desiring to use E-mail can be added easily.

Converting to Zip Mail/EMC/TAO will allow communication throughout DNRC and between all of the new DNRC networks. In addition, it will add E-mail connectivity to all of state government and provide access to Internet E-mail and worldwide communications.

The conversion will require training for those unfamiliar with Zip Mail/EMC/TAO. New software will also have to be loaded in most locations. The software packages are included in the network subscription fee already paid by the department for most users. The Information Technology Bureau will coordinate training for new users and installation of software.

For more information, contact Bob Auer at 406 444-4948.

Persons with disabilities who need an alternative, accessible format of this document should contact DNRC at the address below. Phone 406 444-6700 / fax 406 444-6721 / TDD 406 444-6873.

525 copies of this document were published at an estimated cost of $.17 per copy. The total cost of $110.45 includes $90.45 for printing and $20 for distribution.

MONTANA DEPARTMENT OF NATURAL
RESOURCES AND CONSERVATION
1520 East Sixth Avenue
P.O. Box 202301
Helena, MT 59620-2301

MONTANA DNRC Conversation